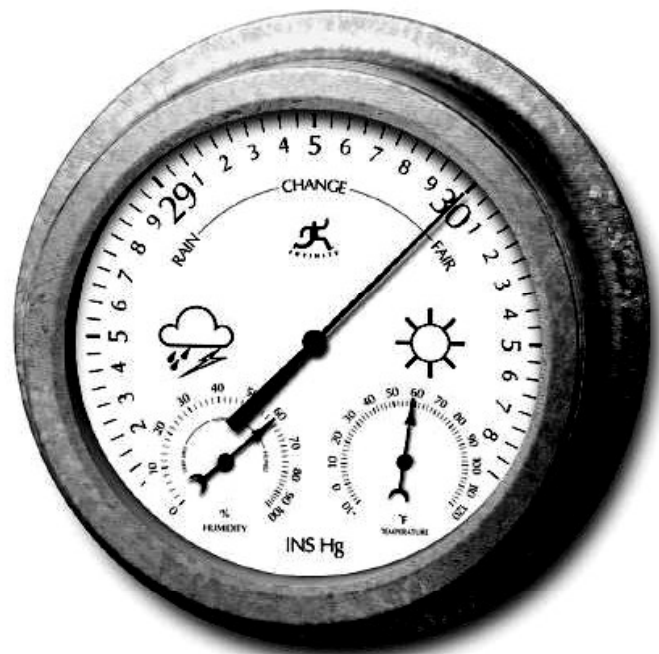


# Utah!

## Travel Barometer Research & Planning Newsletter

Division of Travel Development,  
Utah's Travel Council May, 2002



## Two Weeks With The World: *The Olympic Winter Games*

By Jon Kemp, Research Coordinator

With the extinguishing of the Olympic flame during Closing Ceremonies on February 24<sup>th</sup> came the realization that not only were the XIX Olympic Winter Games in Salt Lake City coming to an end, but that a big job for economic development planners lay ahead. Although enthusiasm for the Games continued, it was only after their conclusion that many were able to disengage from the raucous celebration that characterized much of the 17 days of competition. Among many questions asked:

- What did the Olympics mean for Utah?
- How did Salt Lake City perform as an Olympic host?
- How did the media portray the Games, Salt Lake City, and Utah?
- How were sales at local businesses?
- How many visitors came and where did they go?

Some questions have easy answers; others require significant time and effort to gather, analyze and interpret data. Some may never have an answer. Nevertheless, this article attempts to examine some of the early indicators of what the Olympic Winter Games mean for the state of Utah.

### **Public Support of the Games**

Utahns have always supported hosting the Winter Olympics. In October 1993, early in the planning process, public support for hosting the Games stood at 73%. Later, in 1997, allegations of bribery and improprieties in the bid process were discovered and well publicized. The Olympic movement was embarrassed and public opinion judged the Games harshly. Public support for the Games dropped significantly in the wake of the bid scandal, falling to 53% in September 1997. And although support never dropped below 50%, regaining public enthusiasm for the Games proved difficult. As late as November 2001,

public support had only partially recovered to 68%, still well below pre-scandal levels. However, as the Games approached, enthusiasm increased and in January 2001, public support peaked at 75%. During the first week of competition, the euphoric atmosphere catapulted support above 90% before finally settling at the pre-Games level of 76% in March 2002. In general, local support was a hallmark of the Games, demonstrated via volunteerism, hospitality, ticket sales, and public celebrations.

### **Media Coverage & Themes**

The Salt Lake Games enjoyed record-breaking media coverage. Over 900 hours of competition was broadcast in more than 150 countries in nearly 70 languages. Collectively, broadcasters paid nearly half a billion dollars to showcase the Games to an estimated 3 billion spectators. Prior to Opening Ceremonies, most stories focused on security and the financial enormity of organizing and hosting the Winter Olympics. Many features profiled the local community, especially the LDS Church, as part of a broader focus introducing Salt Lake City to the world. Journalists reported on finding accommodations, event tickets, alcohol, and what to do and see while in town. Once the Games began, media attention shifted almost entirely to the athletic performances. The skating controversy brought tabloid-like coverage to the Games' second week; doping incidents surfaced during the third week. But despite the distractions, the attention remained focused on athletes like Sarah Hughes, Apolo Anton Ohno, Jim Shea, David Pelletier and Jamie Sele, and the U.S. and Canadian hockey teams. The international press recorded the legendary accomplishments of many Olympic heroes including Croatia's Janica Kostelic (alpine skiing), Norway's Ole Einar Bjoerndalen (biathlon) and Kjetil Andre Aamodt (alpine skiing), Swiss ski jumper Simon

**Continued On Pg. 5**

# A Tale of Two Media Centers

By

*J. Scott Iverson, Utah Media Center Manager*

It was the best of times, it was the worst of times: a once in a lifetime shot at assisting the Utah Travel Council and the State achieve their own version of Olympic Gold, but a job that had a built-in self-destruct timer. "Should you fail in your attempt, Mr. Iverson, the State will disavow any knowledge of your existence."

How did it turn out? Well, you can either formulate your own opinion from this brief memoir; or from your personal experience; or, you can wait for the "official" Utah Media Center report; or, you can do the right thing and buy a copy of my soon-to-be-undertaken book: *"Unaccredited: the Search for Validation and Meaning in a SLOC-Oriented Society."*



**Former NYC-Mayor, Rudolph Giuliani and  
UMC Manager, Scott Iverson**

I seem to have a penchant for stepping-in where angels fear to tread. When I came onboard with the UMC, I felt like a relief pitcher being sent in during the eighth inning of a trailing game. I had called *Spence Kinard* out of the blue one spring day last year, begging for help in getting out of a go-nowhere job with a major tour operator here in Utah. We met. He smiled. "Boy have I got a job for you," he said.

Spence and I go back a few years., so he didn't mince words. "You've got a lot to do and not much time to do it in." Basically, my mandate under his watchful eye (and welcomed direction) was to put together a functional newsroom and broadcast center, market and publicize it, find sponsors for it, staff it mostly with volunteers and oversee its operation. "Oh and make it break even so we don't have to use Travel Council budget (and therefore taxpayer dollars)".

For the most part, we pulled-it-off, and I don't just mean Spence and I ... not by a long shot! Where do

we begin our thanks (and apologies to those who are inadvertently overlooked)?

Those first weeks in June and July, I was immersed in re-designing the [www.utahmediacenter.org](http://www.utahmediacenter.org) website. My predecessor had left very little in the way of files or plans and, in my opinion, as our most visible presence to date, the site was much too "vanilla" to attract anybody, let alone the world press. Enter Spence's assistant, *Sheri Bintz*, along with *Vicki Bird* and *Dave Jonsson* from DCED. They were able to take my hen-scratchings on a piece of paper and translate them into a very professional-looking, functional and enjoyable website. We created electronic registration forms to facilitate building our database with pre-event registrations and a story submissions form and browsing program, thanks to DCED's *Ryan Cornia*. We spiced it up with an animated .gif, a JavaScript menu bar and LOTS more information and links to all kinds of sites of interest.

So many UTC members helped with story ideas. *Stacey Clark, Margaret Godfrey, Tracie Cayford, Carolyn Austadt, Jon Kemp, and Dwight Rimmasch* all made contributions to the list. *Ken Kraus and Mark Bennett* actually took the new guy to lunch and, more importantly, took the time to escort me mentally on a thought-journey around the state, introducing me to lots and lots of characters and destinations who are truly and uniquely Utah.

The clock was ticking. We had selected Expo Mart as our venue and a preliminary layout was starting to take shape. With *Janice Carpenter's* assistance and *Larry Clarkson's* design, we created a striking orange and blue sales brochure. By August, it was obvious that it was time to bring in *Margaret Smoot* to assist. Spence and I had talked from the outset about hiring Margaret to manage the Briefing Stage and as she came onboard, we also gave her responsibility for the UMC Media Guide, as well as the task of finding a caterer and, Margaret's personal favorite, liquor licensing.

The sponsor search began in earnest, as did our efforts at communicating to the media what we had to offer. The Travel Council had been getting the word out to the press for well-over two years with booths at the Radio and Television News Directors Association conventions. Spence and I both also did numerous phone interviews and PowerPoint presentations on the Utah Media Center's role during the Olympics.

Then on September 11<sup>th</sup>, the world changed. I heard news of the tragedy as I was getting ready to leave for the airport on a trip to the Radio and Television News Directors Association convention in Nashville, where Spence was to moderate an Olympics panel and had invited me to participate. Spence had already

**Continued on Pg. 3**

arrived at the airport, checked his luggage and his ride had gone. *Dean Reeder* was somewhere over the Atlantic, but that's another story.

Despite the World Trade Center terrorism, UMC preparations continued, if somewhat subdued. What if the unthinkable happened and the Games were cancelled? Though we were all being assured the Games would go on, nobody knew, for a time, how to get our message out without sounding crass. Ultimately, we put our message on a special video created by RTNDA for the news directors. We created a special one-sheet that stressed that "In Salt Lake City, 2002, the world will not only gather to compete ... we will gather to HEAL. If you plan on covering it, contact us for help." We took out an ad in *Electronic Media*. We started doing email blasts and lots of phone calling.

We re-tooled our security plans, which had been minimal, and hired The Annapolis Group out of Maryland to perform a security survey and assessment for us. We subsequently hired them to manage our security operation because, although an arm of State Government, we didn't really show up on the Utah Olympic Public Safety Command's radar. Resources, we were told, had already been allocated. We were nervous.

By October, the technical issues were flying faster than I could handle on my own and we brought in *Dave Hansford* as our TechOps Manager. Both Dave and Margaret were godsend. Dave immediately jumped in and got a handle on our dealings with our broadcast partner, Video West, as well as State ITS, Qwest, DCED and Wasatch Electric and other vendors involved in the build-in. In his spare time, he coordinated technical issues with our network clients and shoveled snow off the Expo Mart roof. Margaret was scrambling with the learning curve involved in publishing the Media Guide and brought in designer *Lisa Cook*. Great choice, Margaret!

November, we started our move-in at Expo Mart. I left my lovely Council Hall eastside window cubicle for the darkest corner of Expo. I had plenty of room, at least. (Sorry Spence, next time, we'll give you an office, too.) November and December are big blurs of activity: build-in and set-up, the ubiquitous, ongoing hunt for sponsors, deal-making, fielding questions from the press, from the public, from the UTC staff, glad-handing, contract writing, schmoozing, collecting checks, oh yeah, and celebrating the Holidays.

Security was still a huge concern. State support finally came in a BIG way from Public Safety's Deputy Commissioner, *Verdi White*, who saw our desperation and took it upon himself to see that we got officers assigned to us from State Corrections, as well as the Highway Patrol, when we had visiting dignitaries. Verdi even relocated himself to Expo Mart during the Games. How do you spell relief? V-E-R-D-I.

I blinked and we were open for business. As I said, EVERYBODY pitched-in and made it work. DCED's *Bonnie Burley* had numerous sites to staff, so with her support, we hired *John Hanks*, yet another former Bonneville employee, to help manage our staff

and volunteer schedule. Thanks to *Sandi Dimond's* support, DCED's *Jarrett Taylor*, *Burton Brown*, and *Kathy Kirtz*. *Scott Peterson* set-up house in our Technical Operations Center and gave us 24/7 technical support. *Margaret Godfrey* managed our News Desk operation, with great help from *Gina Stucki*, *Tracie Cayford*, *Ken Kraus*, *Mark Bennett*, *Jon Kemp* and numerous volunteers. *Dwight Rimmasch* managed both Fam Tour coordination and our Work Station Bullpen operations. *Kent Hansen* took on the Herculean task of managing Registration and Credentialing, with help from a professional credentialer, The Ardian Group. *Sheri Bintz* and *Vicki Bird* continued with their great work on the UMC Website. *Dave Harvey*, under *Stan Nance's* direction, managed our finances, assisted by *Leela Beaudry*. *Carolyn Austad*, *Janice Carpenter*, *Stacey Clark*, *Elaine Watts*, and folks from the SLCVB handled our Concierge Desk. And volunteers, volunteers and more volunteers – from DCED, State Library, SLCVB and dozens of other groups, as well as individuals who just wanted to lend a hand and be part of the experience.



**Elaine Watts, Janice Carpenter, Margaret Smoot and Sheri Bintz on the UMC roof**

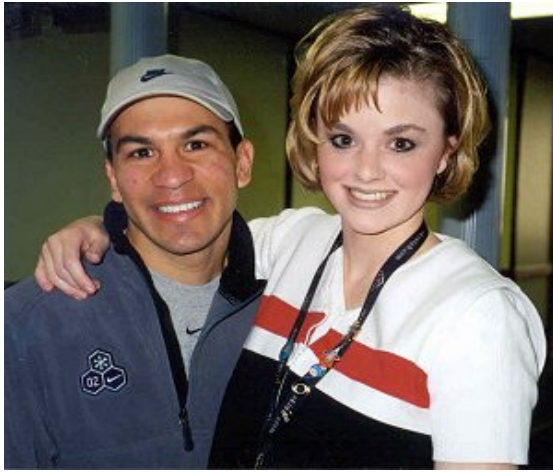
And what an experience! Here I am shaking *John Ashcroft's* hand, *Gale Norton*, *Norman Lear*, *Rudy Giuliani*... Here I am getting my picture taken with *David Letterman's* mom. Here are the likes of CBS, ABC, ESPN, CNN, et al, constantly on the move, sleepless, driven in their pursuit and filing of literally thousands of Olympic and Utah stories and reports. Here are Olympic medallists as far as the eye can see, waving like golden grain in a soft breeze. Okay, okay, it was winter. Bad analogy.

Everybody had his or her own, personal Olympic moment. Here is mine: the Canadian pairs ice skating medallists, *Salé and Peltier*, were at UMC for a nighttime satellite feed to the Larry King Show. CNN had the exclusive. The place was abuzz – this was before they had been awarded the Gold. We brought them in the back door and straight up to the roof. During the interview, the other network sharks started circling.

**Continued on Pg. 4**



The interview concluded. With *Wayne Paret*, head of UMC security and several others, we formed a wedge to get the pair through the gaggle of reporters and photogs, off the roof and back down to the third floor elevators. Once on the elevator, the press started to follow right inside. Shrinking back, Jamie Sale 'buried her head in my shoulder while security pushed the press back so the elevator doors would close. Suddenly, I was John Wayne: "I'll perfect ya, li'l lady... Jus' stick close t'me." Freeze Frame. Now, I'm a happily married man, but at that moment, I would have gladly taken on the biggest, smelliest, grungiest network cameraman to protect that sweet young thing. She just sent me an autographed picture, which I will frame and treasure and tell its background story to my grandkids as long as I live.



**Concierge Carolyn Austad and Gold Medal Speed-Skater, Derek Parra**

Then, almost suddenly, the Olympics were all over. We tore down, and moved a very abbreviated version of UMC to the Devereaux Mansion for the Paralympics, where we helped a number of European and Eastern European journalist "regulars" while watching a lot of sledge hockey.

Was the Utah Media Center a success? I'm biased, but I'd have to say absolutely a big, resounding "YES!" Were the media twelve deep at all the sponsor booths? No, but most sponsors got much more exposure than they realize, and the long-term benefits will be coming back for years. The media verged on obsequious in their appreciation and compliments. For example, the producer from the European Broadcasting Union said when he got home, he was going to pack-up his wife, kids and father-in-law and head straight back for Southern Utah on vacation. This trip was something he decided on during the Games. Compliments have been many, so the one below, from Mike Rizzo at ABS Sports Radio can serve for all:

*"I just wanted to extend my congratulations to you on a job well done in organizing and operating the Utah Media Center during the recent Winter Olympics. We discussed personally, the planning, set-up and support for those of us in the media at the facility was extraordinary. I offer my highest compliments to you and your staff."*

*"So many of your workers helped us on all matters – big and small. It was that type of help that made many of us call your operation 'the best ever.'"*

Yeah, but did we break even? Well, I suppose if you only count the actual dollars that have come in against those we spent, the answer is probably going to ultimately be no, not quite (although we still have money in the bank right now), but when you figure that our security costs more than tripled after 9/11 and when you weigh everything against the dollar value of the publicity we received, to me, at least, we're several million in the black.

Oh! ... Given the title of this piece, I guess I should at least make a comment about that other media center; that big, "official" one. As one who was lucky enough to get a SLOC credential, I got to go over several times. My thoughts? "A nice place to visit, but I wouldn't want to live there." It was big and it had everything and then some, but it wasn't home.

I think that when it comes down to the final analysis of the Utah Media Center, as they say here in Utah (or at least in some branches of my family): "We done good."

## Would You Believe ...

### YOU CAN FIND GOOD HELP:

There were 14 UTC staff members and 262 volunteers who helped with the daily operations of the Utah Media Center.

### PRESERVED FOR POSTERITY:

The Most Photographed Utah Media Center staffer was Spence Kinard. He popped up be- hind podiums, with Olympians, or in the background of dozens of photos that will be archived by the Division of State History.



## **Olympic Winter Games, Continued from Pg. 1**

Aamann, speed skaters Jochem Uytendehaage (Netherlands) and Claudia Pechstein (Germany) and Finland's Samppa Lajunen (Nordic combined). Roots berets and pin trading became major stories, much to the relief of transportation and security planners.

In all, NBC estimated that 187 million U.S. viewers tuned in for the Games, generating an average rating that exceeded regular network programming by nearly 150%. The Olympics boosted ratings for many other programs including the *Today Show*, *Dateline*, *NBC Nightly News*, and the *Tonite Show*. NBC's cable broadcasts of Olympic competition tripled CNBC's average ratings and quadrupled ratings on MSNBC. In other countries, Canadian broadcaster CBC reported ratings 19% above the Nagano Games. Broadcast network Eurosport reported an estimated European audience of 120 million. Individual stations in several countries provided evidence of the Games' popularity. For example, the UK's BBC reported 6 million for late night women's curling while Germany's ARD and ZDF reported regular audiences of more than 10 million. Only in Japan did ratings seem to disappoint broadcasters, although NHK still reported an average of 2.7 million viewers per night. In addition to the television broadcasts, a cursory analysis of print media exposure for Utah's tourism industry during the Games tallied nearly \$23 million worth of stories that appeared in local and national newspapers, magazines and on the Internet.

### **Business in Utah**

Games-time revenues at most northern Utah businesses did not measure up to pre-Games expectations. However, a survey of downtown Salt Lake City businesses revealed that 54% had increased sales over February of last year. Hotels, restaurants, Olympic merchandisers and made-in-Utah products all performed well. Visa reported sales totaling \$173 million from February 1<sup>st</sup> through February 24<sup>th</sup>, an increase of 31% over the previous year. Visa sales at specialty and clothing outlets (including the Olympic Superstore) and restaurants both outperformed last year by 77% and 57%, respectively. Hotels benefited from high demand and premium rates. According to the *Rocky Mountain Lodging Report*, February occupancy rates in most Wasatch Front communities ran between 80% and 90%, representing an increase of between 10% and 30%. High demand prompted even higher rates. The average cost of a hotel room in Salt Lake City during February was \$191, compared to the February 2001 average of \$76 (an increase of 152%). Statewide, rooms averaged \$181, up 117% from February 2001. Many businesses and retailers also benefited from high visibility among Olympic spectators, especially those within downtown's Olympic district – Gateway, Main Street, Crossroads Mall and the Olympic Square. Unfortunately, Olympic spectators were concentrated within a few downtown city blocks, leaving many businesses outside the Olympic district empty. In addition, the traffic control plan, while successful at decreasing traffic to downtown and venue sites, also dissuaded customers from venturing into

Olympic venue areas. Area ski resorts expected a difficult year during the 2001/02 season. Research had anticipated that normal ski visitors would avoid Utah during the Olympic year. However, resorts did not anticipate the dearth of local skiers, many of whom were involved in Olympic events as either spectators or volunteers. Consequently, the number of skiers during February was down between 30% and 50% at various resorts. Thanks to a strong opening and a solid March, skier visits for the year will likely be down only 15%. On the positive side, Olympic venues Snowbasin, Deer Valley, and Park City Mountain Resort as well as NBC host The Canyons enjoyed high visibility and widespread media attention. Other resorts also hosted media and dignitaries from around the world; such attention should translate into increased skier visits in years to come.

### **Utah Visitation**

As expected, Olympic participants displaced the normal flow of visitors into Utah. Indeed, February's 1.36 million passengers at Salt Lake International Airport represented a 9% decline from February 2001. Despite the decline in airline passengers, traffic counts indicate many Olympic visitors likely drove to the state. Traffic counts along Utah's rural Interstates registered a 12% increase for the month compared to last year. Likewise, visits to Utah's five Welcome Centers located at major entry points throughout the state all registered significant increases. Collectively, visitor volume at the five Welcome Centers increased 25%, including increases of 53% at the Brigham City Welcome Center, 21% at the Echo Welcome Center near Park City and 33% at the Thompson Springs Welcome Center near Moab.

### **Utah Interest**

The Olympics provided a significant stimulus for interest in Utah. Visits to the state's travel information website, Utah.com, totaled nearly 700 thousand during February (an increase of 215% from the usual 220 thousand visits monthly). Interest in the state continued in March, where visits to the website totaled 425 thousand. However, while increased web visitation is encouraging, it does not automatically translate into future visitation. Actual visitation gains remains to be seen and are dependent on several circumstances, most notably the economy and the ability of the state to maintain its high visibility. In addition to increased visitation on the Internet, Utah communities have also received much attention. For example, the March issue of *Men's Journal Magazine* identifies Park City among the "50 Best Places to Live" and describes it as an "Olympic dream town." Further, the April issue of *Money Magazine* lists Heber Valley as among the top "10 Best Places to Vacation 2002," citing its proximity to Park City and Salt Lake City as well as its hiking, fishing and golfing opportunities. Many other publications have taken advantage of the interest in the Olympics to promote Utah's summer recreation opportunities, including features on Utah's national parks, biking, and river rafting. Public relations experts believe that with robust marketing efforts, the media will be kind to Utah for some years to come, and will show renewed interest

**Continued on Pg. 6**

### **Olympic Winter Games Cont.**

in the state's solid recreation opportunities (i.e. skiing, biking, rafting) and its remarkable landscapes.

### **Conclusion**

Early indicators confirm the statement of IOC President Jacques Rogge, the Salt Lake City Olympic Winter Games were indeed, "superb Games." Much work remains to be done, however, in evaluating the long-term impact the Games will have on the state and the tourism industry. Efforts are currently underway to measure the magnitude of the awareness increases for Utah as a result of the Olympics in key domestic and

international markets. Reports from the Salt Lake Organizing Committee, the IOC, and others will provide insight and further details regarding visitation, security, transportation, finances, ticket sales and distribution, business activity, and marketing. Notwithstanding the tangible evidence provided by facts and figures intended to gauge the relative success of the 2002 Olympic Winter Games, perhaps the best measurements are intangible – the overwhelming emotion and sentiment of millions of Olympic spectators worldwide who participated in the Olympic movement together in Salt Lake City.

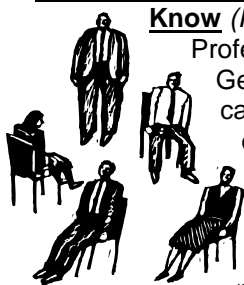
## **Dealing with Resistance to The Planning Process**

*Have you tried repeatedly to develop a mission statement and a strategic direction for your company or organization without reaching a targeted outcome? Do you gather the staff and meet the resistance of silence, or a rush of ideas that benefit only one segment of your operations? Well, join the club.*

Strategic planning is the key to effective management of time and resources. It can dramatically increase effectiveness for individuals, and profitability for companies. But while effective strategic planning can bring a clear sense of direction, it requires careful and thorough examination of employees' functions. Unfortunately, it is not uncommon for the process of identifying and placing strategies, goals and actions on paper to turn an organization inside-out if the people involved feel threatened by the planning process.

If your efforts at strategic planning are to be successful, it's vital that any antagonism toward the planning process be understood and counteracted.

### **In Strategic Planning – What Every Manager Must**



**Know** (Free Press Paperbacks, 1997),

Professor of Business and Management, George A. Steiner, outlines what he calls "significant psychological causes of anti-planning biases" and offers methods of overcoming them. What follows is a summary of his discussion points.

"Planning alters personal and work relationships, which in turn generates ambiguities, uncertainties, fears, and doubts.

Planning changes information flows, decision-making, and power relationships, which also generates uncertainties, apprehension, and resistance to change.

Planning highlights conflicts in organizations such as those between divisions and headquarters and among divisions.

The typical operating manager is highly-skilled in solving current problems and resists getting involved in the more risky task of strategic planning, whose

outcomes must remain uncertain for some years into the future.

Planning introduces new risks and fears of failure into the lives of (employees), which they resist. Planning places new intellectual demands on (employees) that they may find difficult to reach.

People feel uncomfortable with uncertainty. Although planning is supposed to reduce uncertainty it also can increase it.

Planning (can stimulate) authority conflicts ...

(Strategic Planning has) great potential benefits ... in contributing to individual's aims. (It is) able to meet many of the new aspirations of people in organizations.

Some of the principal methods to overcome anti-planning biases (are):

Top management must recognize the problem of biases.

The better the total management of the company the less likely there will be anti-planning biases.

Top management must strive to meet all of its major conceptual responsibilities in developing an effective planning system and must insure that its operational roles reflect fully the needs of the people who are to do the planning.

The planning system ought to be introduced into an organization only after considerable discussion among people about who is to do what, where, when, and how.

People should not be asked to do something they cannot do.

Committees should be composed with care so as to avoid the unique problems that can arise from poorly chosen committees.

The rewards system should be related to effective and/or poor strategic planning.

Incentives ought to exist for those (participating in) effective strategic planning.

If rewards to (employees) are made solely on the basis of short-term economic measures of performance there is no incentive for them to do effective strategic planning."

**-- Prepared by Stacey Clark, Planning Coordinator**

# Mark Your Calendar . . .



## Upcoming Tourism-Related Gatherings

May 1 – 3,	Idaho Governor's Tourism Conference, Nampa, (208) 334-2470	Dec. 10 – 12	United States Tour Operators Association (USTOA), Annual Conference and Marketplace, Whistler, Canada, (212) 599-6599
May 4 – 12	National Tourism Week; 8 <sup>th</sup> Nat. Visitor Appreciation Day, Nationwide, (202) 408-8422	Feb. 1 – 6, '03	American Bus Association (ABA), American Bus Marketplace, Indianapolis, IN, (800) 283-2877
May 25 – 29	Travel Industry Association of America (TIA), International Pow Wow, New Orleans, LA, (202) 408-8422	March 7 – 11, '03	International Tourism Exchange (ITB), Berlin, Germany, (540) 373-3935
June 23 – 26	Travel & Tourism Research Association (TTRA), 33 <sup>rd</sup> Annual Conference, Arlington, VA, (208) 429-9511	March 26 – 30, '03	National Tour Association (NTA), Tour Operator Spring Meet, Victoria, British Columbia, (859) 226-4444
Aug. 24 – 27	Travel Industry Association of America, Educational Seminar for Tourism Organizations (ESTO), Portland, OR, (202) 408-2148	May 17 – 21, '03	Travel Industry Association of America (TIA), International Pow Wow, St. Louis, MO, (202) 408-8422
Sept. 19 – 21	Cultural Tourism Alliance Conference, Pittsburgh, PA, (412) 281-0482, ext. 3131	Aug. 23 – 26, '03	Travel Industry Association of America (TIA), Educational Seminar for Tourism Organizations (ESTO), Asheville, NC, (202) 408-8422
Sept. 22 – 25	Texas Travel Industry Association, Texas Travel Summit, Fort Worth, (512) 476-4472	Nov. 7 – 12, '03	National Tour Association (NTA), Annual Convention, Charlotte, NC, (859) 226-4444
Sept. 25 – 28	Native Tourism Alliance & the Western American Indian Center, Indian Country Tourism USA 2002, Denver CO, (303) 661-9819		
Oct. 9 – 12	Travel Industry Association of America (TIA), 2002 Market Outlook Forum, Hollywood, FL, (202) 408-8422		
Oct. 13 – 17	AAA Travel Conference, New York, NY, (407) 444-8453		
Oct. 23 – 25	New Mexico Department of Tourism, Governor's Conference on Tourism, Santa Fe, (505) 827-7400		
Nov. 8 – 13	National Tour Association (NTA), Annual Conference, Los Angeles, CA, (859) 226-4444		
Dec. 9 – 11	Nevada Commission on Tourism, 19 <sup>th</sup> Annual Governor's Conference on Travel and Tourism, Reno, (775) 687-4322		

## Utah! Travel Barometer

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**Return Service Requested**

<i>2001 4<sup>th</sup> Quarter and Year-End Visitor Statistics</i>						
<b>Segments</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>2001 Final</b>	<b>2000 Final</b>	<b>% Change</b>
S.L. Int'l Airport Passengers	1,365,064	1,373,621	1,502,150	18,914,500	19,900,770	-5.0%
National Park Recreation Visits	408,329	198,664	90,643	4,750,229	5,332,266	-10.9%
Nat'l. Monuments/Recreation Areas	301,741	157,615	63,366	3,848,690	4,029,737	-4.5%
Utah State Parks	372,679	192,803	171,041	6,075,456	6,555,299	-7.3%
Utah Welcome Centers	46,601	27,645	25,399	660,398	731,763	-9.8%
Hotel/Motel Occupancy Rates	53.8%	45.9%	47.4%	59.9%	60.9%	-1.0%